

REQUEST FOR PROPOSALS FOR CONSULTANT SERVICES

Classification & Compensation Study
for
City of Trinidad, CO

City of Trinidad
Human Resources Department
P.O. Box 880
135 North Animas Street
Trinidad, CO 81082

Release Date: March 21, 2016

Proposals must be received no later than: May 6, 2016

I. REQUEST FOR PROPOSAL NOTICE

Notice is hereby given that the City of Trinidad will accept proposals from professional organizations with demonstrated experience in conducting classification and compensation studies until May 6, 2016 – previous experience with public sector agencies is preferred.

The selected firm will analyze the existing classification system and develop new classifications and classification specifications. The selected firm will also conduct a market study and evaluate internal relationships and the organizational structure to develop a new compensation structure, an implementation plan to make compensation adjustments and a cost estimate for implementing the adjustments.

The project will include identifying comparable markets for the job classifications, conducting the market analysis and recommending appropriate changes to the City.

II. BACKGROUND

The City of Trinidad is a home-rule municipal entity established in 1876 with approximately 155 employees. Trinidad is the county seat of Las Animas County with a population of approximately 9,000 residents. The organizational structure of the City has several levels:

- 1) the first is the Citizens;
- 2) the second is the City Council;
- 3) the third is the positions appointed by the City Council (City Manager, City Attorney and Municipal Judge);
- 4) the fourth is the various departments headed by a Director (City Clerk, Finance, Public Works, Utilities, Information Services, Community Development, Economic Development, Fire, Police, Human Resources, Sports & Recreation, and Library; and
- 5) the fifth is the employees within the departments.

III. CLASSIFICATION AND COMPENSATION SYSTEM

The City currently has 155 full-time and 8 part-time employees in approximately 90 positions. The City currently has a compensation system that was put in place between 2001 and 2003 and all union employees' classifications fall into this system. All non-union positions have no classifications in place.

Throughout the years, issues have developed among a number of City positions. Some positions may be over compensated, while others may be under compensated. Concerns expressed about the current plan include, but are not limited to:

- (a) Compression: Since salary increases provided prior to the last several years have been based on across the board Cost of Living increases, salary compression may exist. In several instances, a dept foreman is being paid a higher wage than a Director.
- (b) Wage Disproportion: In similar jobs, wages can vary rather extremely.
- (c) Professional Growth: The current structure may not maximize opportunities for professional growth.
- (d) Inequities exist between departments with regard to wages for the same type of job description.

IV. GOALS & OBJECTIVES

The City's goal is to attract and retain qualified employees. Therefore, the overarching objective is to develop and implement a total compensation package which includes:

- a credible Classification and Compensation Plan that ensures positions performing similar work with essentially the same level of complexity, responsibility and knowledge, skills and abilities are classified properly;
- provides salaries commensurate with assigned duties;
- provides promotional opportunities and recognizable compensation growth;
- provides justifiable pay differential between levels of responsibility within the City; and
- maintains currency with relevant labor markets.

In addition, the City seeks recommendations on staff alignments, reporting relationships and organizational structure.

V. SCOPE OF WORK

Classification Plan

To properly complete the Scope of Work objectives, the Consultant will need to review City organizational charts, current job specifications, completed position description/evaluation documents, federal and state statutes and regulations, applicable City policies and procedures, AFSCME Union contracts and other related information.

The Consultant is expected to:

1. Identify and meet with key City stakeholder groups. The consultant will propose the number of meetings needed for effective communication and outreach of the project which shall include an interim meeting to review progress and direction.
2. Review Position Description/Evaluation Documents created by the City for all positions in the organization and conduct interviews and/or job audits as needed to gather additional information on the positions as necessary.
3. Review other background materials as needed, such as organizational charts, budgets, personnel rules and regulations, and other related information.
4. Create and recommend a classification structure that consolidates the current system and/or creates classifications and recommend the appropriate assignment for all City positions within this structure. Provide appropriate implementation and maintenance manuals.
5. Determine the appropriate Fair Labor Standards Act (FLSA) (exempt/non-exempt) designation for all positions.
6. Draft and submit up-to-date and accurate class specifications (PDE's) for all classifications as determined, which uniformly reflect distinguishing characteristics, essential job functions and minimum qualifications, working conditions, license requirements, regulatory requirements and special responsibilities. The consultant will ensure that all classifications/positions are in full compliance with all applicable federal and state statutes and regulations, including the Americans with Disabilities Act.
7. Provide progress reports – not less than bi-weekly – outlining the following; scope of work completed to date; scope of work completed during the period; and summary statement of

project progress.

8. Provide a comprehensive report to the Director of Human Resources, Assistant City Manager and City Manager outlining methodologies, findings, conclusions and recommendations.
9. Educate and train City Staff on the methodology used to create the classification structure and classification assignments so that it may be properly implemented and maintained by the City in the future.
10. Work with City staff to develop a communication plan regarding the classification study.
11. Present the new classification plan with key stakeholders groups, which may include a minimum of one (1) presentation to City Council.
12. Serve as a resource to the Human Resources Director for classification requests (such as reclassification and new classifications) received during the project by the Human Resources Department from City Departments.

Responses to this RFP must be submitted in writing to the City of Trinidad no later than May 6, 2016 by 5:00p.m. Responses should be directed to Dona Valencich, Human Resources Director. Proposals will be evaluated upon the credentials, technical competence, suitability, and cost of proposed services.

In order to qualify for consideration, a responder must meet the following criteria as they relate to the RFP.

1. Have the experience, technical skills, and organizational support necessary to meet the needs of the City.
2. Have adequate technical and financial resources for performance of agreement.
3. Demonstrate a satisfactory record of achievement in project management services.

VI. SCOPE OF SERVICES TO BE PROVIDED BY THE CONSULTANT

The scope of services includes, but is not limited to the following:

- Evaluate current job classifications
- Discuss appropriate market comparisons for various job classifications
- Conduct a market analysis
- Coordinate contact with the City's Management staff to hold discussion of the market analysis to prepare for implementation of changes.
- Coordinate implementation of changes
- Additional services may be provided, but should be broken out with appropriate cost information.

VII. CONSULTANT INFORMATION

Your written response to the RFP must contain responses to each and all of the following:

- a. Provide a brief history of your organization including length of time in the applicable business, staff size, areas of expertise and the number and type of clients which you service.
- b. Provide specific contact names and phone numbers for three governmental references and three client references that are comparable to the City in terms of employee population and the scope of their job classifications. Also provide a comprehensive list of clients by name, city

and state.

- c. Describe the approach utilized to provide the services specified in this RFP. Specify the costs with a “not to exceed” amount associated with the performance of such services.
- d. Provide examples of appropriate work product related to the scope.
- e. Outline your employee communication capabilities and provide samples.
- f. Include the names of the individuals who would be assigned to work with the City on an ongoing basis. Also include the professional qualifications and experience of each person.

VIII. SELECTION

The City reserves the right to reject any or all proposals received. The City anticipates selecting a company by May 27, 2016.